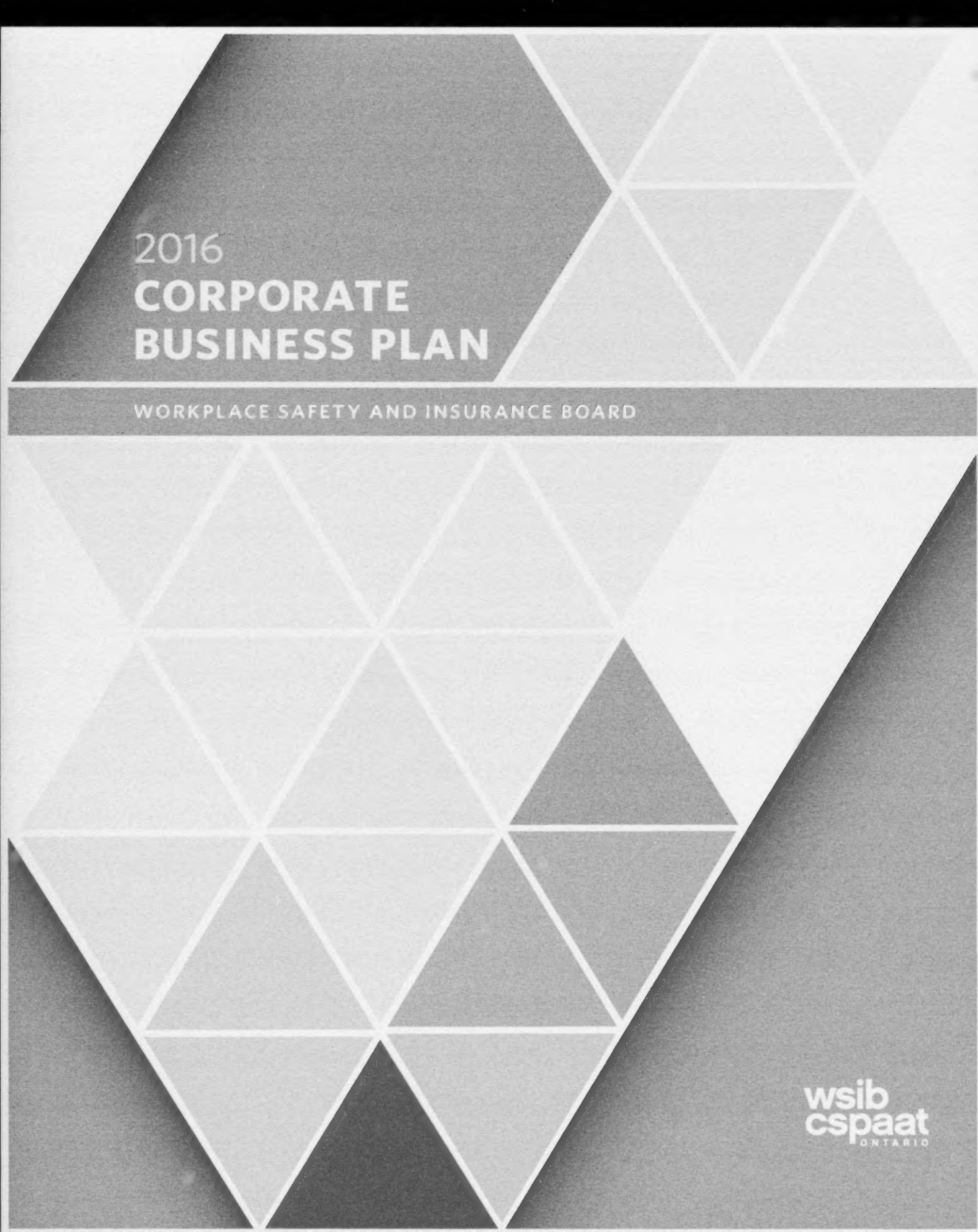
2016

CORPORATE BUSINESS PLAN

WORKPLACE SAFETY AND INSURANCE BOARD



STRATEGIC PLANNING

1. Multi-year Strategic Plan

3-Year

2. Annual Corporate Business Plan with integrated objectives and measures for business units throughout the WSIB

Annual

Form the basis of the annual submission to the Ministry of Labour

3. Quarterly Corporate Measurements Reports

Quarterly

Reported publicly, and linked directly to the strategic plan

The *2016 Corporate Business Plan* is a one-year plan with a three-year outlook in support of the WSIB's *2016–2018 Strategic Plan* and includes its annual statement of priorities. Together, the two documents meet the requirements of the Ontario Government's Agencies and Appointments Directive and the Memorandum of Understanding between the Minister of Labour and the Chair of the Workplace Safety and Insurance Board.

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2016

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WORKPLACE SAFETY AND INSURANCE BOARD

CONTENTS

Introduction 4

2016–2018 Strategic Plan 5

2016 Business Plan Priorities 6

2016 Performance Measures 9

Implementation Plan 10

Enterprise Risk Management 11

Three-Year Financial Plan 14

Appendix 15

- Mandate 15
- Corporate Governance 15
- Environmental Scan 17
- Human Resource Strategy 18
- Communications 18

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INTRODUCTION

In 2016, the WSIB launches the *2016-2018 Strategic Plan*. Through extensive analysis and consultations, our new strategic plan establishes ambitious goals and objectives that will guide our work for the next three years.

The *2016 Corporate Business Plan* outlines the first set of priority initiatives, key to ensuring resources are appropriately focused on supporting the success of our new strategic direction. Priority initiatives for 2016 align to the strategic plan:

- Health & Safety
- Return to Work, Recovery and Fair Benefits
- Financial Sustainability
- Innovation
- Our People

The success of our previous strategic plan resulted from the WSIB's commitment to return-to-work and fiscal responsibility, and enabled the WSIB to improve service to the injured workers and the employers of Ontario. The choices we have made for our *2016-2018 Strategic Plan* and *2016 Corporate Business Plan* will continue the WSIB's transformation into a more responsive, customer-focused and sustainable system, positioned to achieve better outcomes for the workers and employers we serve.

2012 - 2016 STRATEGIC PLAN SUCCESSES:

Fundamental changes to the WSIB's business have resulted in the Unfunded Liability (UFL) being brought down by nearly half, to $7.5 billion (Q2 2015) from its $14 billion high in 2012. In monitoring our financial and operational progress since 2009, it has become evident that the WSIB has been on an accelerated trajectory towards transforming the organization and achieving financial sustainability.

The accelerated trajectory is underpinned by:

- Safer workplaces, with the lost-time injury rate at an historic low (0.83 per 100 workers)
- Better-than-anticipated recovery and return-to-work results, with injured workers today having less than half the chance of experiencing a permanent impairment than they did in 2009
- A growing investment fund due to surpluses from operations, along with strong investment returns and the effects of compound growth. Average annual investment returns over the past 10 years have been 6.5 per cent and the fund has now reached $25 billion.

The WSIB's 2012-2016 successes position it well for the future as it transitions to a new strategic plan.

2016–2018 STRATEGIC PLAN

The *2016-2018 Strategic Plan* outlines the WSIB's strategic direction over the next three years. It builds on the many successes of the *2012-2016 Strategic Plan* as the WSIB transitions into a new phase in its development. The Plan, developed through consultations with internal and external stakeholders, is organized based on five strategic themes. Each theme is underpinned by a strategic goal and objectives.

Promote **health and safety** in Ontario **workplaces.**

Achieve better return-to-work and **recovery** outcomes and **administer benefits fairly.**

Eliminate the Unfunded Liability and make Ontario's workers' compensation system **financially sustainable.**

Deliver **service excellence**, **quality** and **care** through **innovation.**

Reach **shared goals** as a **dedicated** and **collaborative** team.

2016-2018 STRATEGIC FRAMEWORK
BUILDING TRUST & CONFIDENCE

2016 BUSINESS PLAN PRIORITIES

In 2016 the initiatives we undertake will lay the groundwork to fully implement our strategic plan. That's why we have established priorities directly linked to our strategic themes to ensure we are focusing our resources. The priorities we have selected will position us for success in achieving our strategic objectives and creating a more sustainable workers' compensation system that results in better outcomes for the injured workers and the employers of Ontario.

Promoting healthy and safe workplaces

Healthy and safe workplaces form the foundation of a productive Ontario. To help promote healthy and safe workplaces, we will continue to identify opportunities for enhancing our health and safety programs. We will work collaboratively so that employers in Ontario are aware of their occupational health and safety, WSIA, return-to-work and reporting responsibilities.

We will begin work on two new initiatives: an employer health and safety dashboard, and health and safety metrics. The employer health and safety dashboard will allow employers and system partners to easily view and track their health and safety outcomes, identifying opportunities for improvement in health-and-safety and return-to-work programs. The WSIB will also be working with its system partners to develop a new health and safety metric to measure the effectiveness of health and safety system strategies. New business intelligence will ultimately help the WSIB and health and safety system partners better focus resources to help employers achieve better return to work and health and safety results.

Achieving better outcomes through case management technology and integration of health care

"Better at Work" is a principle that is at the heart of our integrated Return To Work (RTW) and Health Care strategies, and operationalized through our service delivery model. Return-to-work and recovery outcomes for workers and employers in Ontario are now the best in Canada.

We continue to develop new ways to build on our achievements. The WSIB is implementing case management technology in 2016-2017 to streamline previously manual case management processes. By enabling more efficient prioritization of cases for timely, quality service, we will enhance the consistency of our processes and fair benefits administration while improving RTW and recovery outcomes. Our focus will be to ensure a seamless implementation of this new technology while maintaining customer service levels and outcomes through the transition.

We will continue to focus on the integration of recovery and return-to-work. New quality assurance programs will ensure our integrated services are achieving improved outcomes for workers, through which we will maximize the value of our partnerships.

Achieving an improved financial position through effective investment strategies while ensuring fair rates

The employers of Ontario require fair premium rates so that they can focus on their businesses and contribute to economic growth. Rate Framework modernization work will continue to provide a simpler and more transparent method of classifying employers. Improved rate setting will ensure fair premiums for workplace coverage, based on each employer's risk and claims experience. Following a robust stakeholder engagement in 2015, the WSIB will continue its efforts towards finalizing a new Rate Framework, including discussions on how best to transition from the current state.

Injured workers rely on a financially sustainable workers' compensation system to provide benefits to them when they are unable to work. To ensure that our investment revenues support financial sustainability and ensure future benefits, the WSIB will continue to implement the *Strategic Investment Plan* (SIP) in 2016. Through well-researched investment strategies and modern techniques the SIP will ensure strong investment governance, more effective diversification of assets, an efficient cost structure, and rigorous risk management of WSIB investment assets.

To further ensure the sustainability of our investment strategy, the WSIB is voluntarily participating in the Ontario Pooled Asset Management initiative. This key sustainability initiative will ensure a properly resourced investment team. Greater scale will bring access to a broader array of asset classes to achieve enhanced returns and risk management at a reasonable cost. In 2016, the WSIB and the Ontario Pension Board will continue their work with the Ministry of Finance on establishing the Investment Management Corporation of Ontario.

Innovating and continuously improving to deliver better outcomes for injured workers and employers

The workforce, the workplace, and the economy itself are changing rapidly. These changes will continue and even accelerate in the future. To meet the challenges of the present and the future, the WSIB is embracing and encouraging innovation both as a value and as a practical necessity for providing the best service possible. By making focused investments in technology and infrastructure, we continue to improve programs and services that lead to better outcomes for injured workers and employers.

Improvements in infrastructure will enable innovation in the way we deliver services to workers and employers. We are investing in replacing outdated technologies and platforms to ensure our staff will have access to leading edge tools when servicing workers and employers.

We will leverage new tools, big data and the increasing volume of information the organization produces. Development and pilot deployment of a predictive analytics model will enable the WSIB to develop new insights into claims, better predict claims volumes, produce risk-based algorithms and analyses and intervene at optimal times in the life of a claim. This will improve outcomes for injured workers, lower claims costs for the WSIB, and improve the financial sustainability of the workers' compensation system.

Investing in our people through strategic workforce planning to better serve our stakeholders

People are at the heart of a successful WSIB. From frontline staff working directly with injured workers and employers, to professional support staff who enable and support the frontlines, our employees are a valued resource that are key to our success. A skilled and highly engaged workforce is essential to achieving the best workers' compensation outcomes for Ontario's injured workers and employers. The WSIB will be leading strategic workforce planning activities in all clusters across the organization that will allow us to attract, develop and retain the talent that will deliver high-quality service to our stakeholders and ultimately drive improved outcomes.

In 2016, we will develop and implement our strategic workforce plan to support the organization in understanding current workforce issues and achieve our ideal future state workforce. We will continue to develop succession plans for critical roles and expand leadership development programs with a focus on high-potential and executive development. Investing in our people will ensure organizational leadership stability for the WSIB of tomorrow and enable us to deliver on our promises to the people who need our services the most — the injured workers and the employers of Ontario.

2016 PERFORMANCE MEASURES

The WSIB has established key measures to assess its performance against the objectives. In addition, the *WSIB Quarterly Report to Stakeholders* and *Measuring Results* reports provide regular updates on performance against key financial and non-financial performance indicators. The reports are approved and published on the WSIB's website. The measures are continually monitored, allowing the WSIB to measure progress and, when necessary, to respond by adjusting its efforts and priorities accordingly.

Strategic Theme	Strategic Goal	Measures	2016 Target
HEALTH & SAFETY	Promote health and safety in Ontario workplaces	LTI Rate	0.92
RETURN TO WORK, RECOVERY AND FAIR BENEFITS	Achieve better return-to-work and recovery outcomes and administer benefits fairly	RTW at 100% pre-injury earnings within 12 months	92%
FINANCIAL SUSTAINABILITY	Eliminate the Unfunded Liability and make Ontario's workers' compensation system financially sustainable	Sufficiency Ratio	82.8%
INNOVATION	Deliver service excellence, quality and care through innovation	ACES Implementation	Implementation of Case Management System
OUR PEOPLE	Reach shared goals as a dedicated and collaborative team	Service Excellence Index – Injured Workers Claims	75%
		Service Excellence Index – Employer Claims	80%
		Service Excellence Index Employer Accounts	80%

IMPLEMENTATION PLAN

Every day matters for the employees of the WSIB. The services we provide to workers and employers are essential to getting injured workers back on their feet and contributing to their workplaces, their communities and the economy after a workplace injury. Delivering and improving upon those services requires implementation planning. Prudent priority setting, rigorous initiative planning, effective execution and accurate project reporting are all required to ensure the future is bright for the WSIB and the people it serves.

The corporate project portfolio is aligned with the *Strategic Plan* and appropriately prioritized, scheduled and resourced for success. The Portfolio Management Office ensures accurate project reporting and a strong governance framework for project and portfolio management.

The WSIB Board of Directors is engaged and updated regularly on the progress of implementation. Our governance structure includes committees with subject matter expertise that provide the robust oversight, guidance and feedback crucial to the success of our initiatives.

THEME	INITIATIVE	2016				2017+			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HEALTH & SAFETY	Health & Safety Promotion	Develop strategy				Strategy rollout			
	Health and Safety Metrics	Measure identification and implementation plan development				Publication and communication of metrics			
	Health & Safety Dashboard	Develop and implement		Rollout and promotion					
RETURN-TO-WORK, RECOVERY AND FAIR BENEFITS	Case Management System	Implementation				Implementation and enhanced process consistency			
FINANCIAL SUSTAINA-BILITY	Rate Framework	Model finalization				Planning towards implementation			
	Strategic Investment Plan	Continued implementation							
	Pooled Asset Management	Develop investment policies/ strategies				Investment management agreement and potential transition of WSIB investments			
INNOVATION	Predictive Analytics	Model development and deployment				Integration with business processes			
	Intrastructure Strategy	Develop and implement				Drive efficiency			
	Online Services	Increase uptake							
OUR PEOPLE	Strategic Workforce Plan	Develop and implement							
	Succession Management	Develop plans for senior management				Expanding focus on critical roles beyond senior management			
	Leadership Development	Implementation of new programs				Expand programming to include a Director program			

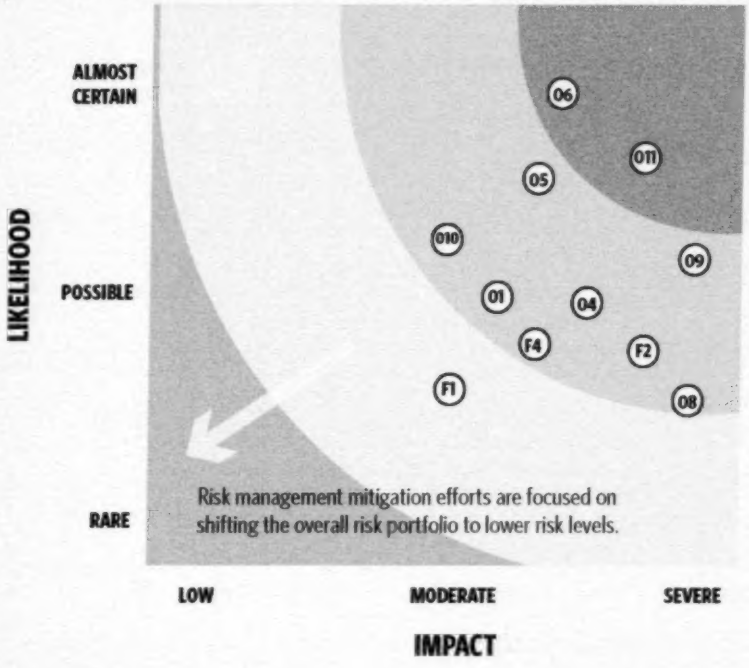
ENTERPRISE RISK MANAGEMENT

Enterprise Risk Management Program

The WSIB continues to implement a robust Enterprise Risk Management (ERM) program to ensure that the WSIB complies with the Government of Ontario requirement for all classified agencies to use a risk-based approach in managing the business. We continue to mature the ERM program through developing an ERM framework that includes a corporate risk management policy and risk appetite statements, enhancing the integration of risk management into existing processes such as strategic planning, business planning and project prioritization, and continuing to build the capability of a central ERM function. In 2016, the WSIB will undertake initiatives to support the following multi-year objectives:

1. Building an organizational risk management culture and consistent risk management practices to support risk-informed decision-making at all levels
2. Providing meaningful and timely reporting on risks to senior executives and board-level committees in order to support ongoing dialogue on WSIB's risk exposure, appetite and risk responses
3. Facilitating organization-wide risk training, awareness and collaboration
4. Increasing capacity and capability of the ERM function in order to support the programs' maturity across the organization.

Based on the new strategic directions for 2016-2018, senior management has refreshed the WSIB's enterprise risk portfolio. The following section describes significant enterprise risks affecting our business and risk mitigation strategies. Risks are also illustrated in the heat map below.



Ref	Legend
F1	Insurance Funding
F2	Pension Plan
F4	Legislative Changes
O1	Adjudication of Complex Claims
O4	Enterprise Compliance Framework
O5	Transformation
O6	Workforce
O8	Labour Relations
O9	Business Continuity Management
O10	Privacy
O11	IT Environment & Strategy

Significant Enterprise Risks and Mitigation

Senior management and the ERM function have identified the following key risks that may impact the WSIB's corporate objectives. On a quarterly basis, senior management and the ERM function monitor these risks and report to Board Committees.

Insurance Funding

The WSIB may face the risk of funded status falling short of sufficiency requirements. Various mitigating actions are underway to support our path to full funding:

- Coordinated asset-liability management processes including consideration of the impacts of economic and other risk factors on the funding position and desired level of funding
- Annual scenario planning and stress testing conducted as part of budget updates, sufficiency planning, rate setting and other financial modelling
- Execution of the Strategic Investment Plan
- Participation in the Pooled Asset Management Initiative, which offers scale and sustainability benefits to the WSIB's investment program

Pension Plan

This risk is related to impacts of WSIB's pension plan design, funding or governance on the sustainability and affordability of the plan. Careful analysis of pension plan design, funding and governance options and consultations with pension plan members and beneficiaries will continue to help mitigate this risk.

Legislative Change

Any changes in legislation relevant to our business could require the WSIB to make adjustments, including adjustments in the plan, for full funding, service delivery, or services themselves. To reduce uncertainty and impact, careful analysis of potential changes is undertaken as soon as possible to understand implications, of proposed legislative changes.

Adjudication of Complex Claims

Certain claims pose more complex adjudication challenges for the WSIB, potentially resulting in declining outcomes of our services. Efforts are underway to mitigate the risk through dedicated and specialized roles and teams for high-complexity cases, intensive specialized training for staff, and monitoring new legislative benefits changes and their impacts.

Enterprise Compliance Framework

Our business is subject to changing legal, regulatory and other influences. Events of non-compliance resulting from violations of laws, regulations, government policies and directives or organizational standards and policies may lead to negative reputational, financial and operational impacts. The WSIB continues to enhance its compliance management program including ongoing compliance monitoring, reporting and change management.

Transformation

As WSIB continues to transform its business to become a more effective and efficient organization, there is a risk of unrealized benefits of investments in people, technology, and work processes. Efforts will be required to more clearly define benefits for all our significant investments, and appropriate measures will be required to support consistent monitoring of benefits realization.

Workforce

WSIB's ability to deliver on the strategic plan and benefits of organizational modernization depends on ensuring it has a workforce with the right capabilities. WSIB may have difficulty attracting and retaining such workforce. This risk is mitigated through improved workforce planning to prepare the organization for retirement velocity and shifting workforce needs through modernization.

Labour Relations

Aligning interests between management and the union can be complex. To mitigate potential risks, management works closely with the union to maintain an effective relationship.

Business Continuity Management

Our stakeholders rely on our ability to provide services and operate our systems, without interruption. Disruptions to the business may occur, and the WSIB may not be able to recover and maintain business continuity in a manner acceptable to the business. This risk is mitigated through our Business Continuity Management Program to ensure we can continue to operate during business disruptions or emergencies.

Privacy

The WSIB may experience inappropriate disclosure of personal information that could jeopardize individuals' privacy and lead to significant reputational harm and potential liability for the WSIB. This risk is managed through a Privacy Governance Framework including an information security program.

IT Environment and Strategy

WSIB's reliance on an aging IT environment may lead to IT systems and infrastructure failing to meet the current and future needs of the WSIB business. Investment in the IT environment continues to be a key focus to bring it up to optimal standards that support proper security, availability and modern business capability, and to minimize redundancy. These efforts are guided by the WSIB's long-term IT Strategy and multi-year Roadmap.

THREE-YEAR FINANCIAL PLAN

($ millions)	2016	2017	2018
Revenues			
Premiums	4,681	4,792	4,884
Net investment income	1,261	1,381	1,506
Total revenues	5,942	6,173	6,390
Expenses			
Benefit costs			
Benefit payments	2,334	2,314	2,288
Claim administration costs	437	453	451
Changes in actuarial valuation of benefit liabilities	842	808	812
	3,613	3,575	3,551
Loss of Retirement Income Fund contributions	59	58	56
Administrative and other expenses	421	437	435
Legislated obligations and funding commitments	280	274	274
Total expenses	4,373	4,344	4,316
Excess of revenues over expenses	1,569	1,829	2,074
Other comprehensive income			
Remeasurements of employee defined benefit plans	21	22	40
Total Comprehensive income for the year	1,590	1,851	2,114
Total Comprehensive income attributable to:			
WSIB stakeholders	1,433	1,684	1,937
Non-controlling interest	157	167	177
	1,590	1,851	2,114
Total administration costs	838	870	866
Core earnings	1,150	1,256	1,380
Net investment return, net	5.25%	5.25%	5.25%
Unfunded liability (sufficiency basis)	(5,659)	(3,570)	(1,468)
Sufficiency ratio	82.8%	89.3%	95.6%

APPENDIX

Mandate

The Workplace Safety and Insurance Board (WSIB) is a statutory corporation responsible for administering the *Workplace Safety and Insurance Act* (Ontario). Its mandate requires the WSIB to accomplish the following in a financially responsible and accountable manner:

- To promote health and safety in workplaces
- To facilitate the return to work and recovery of workers who sustain personal injury arising out of and in the course of employment or who suffer from an occupational disease
- To facilitate the re-entry into the labour market of workers and spouses of deceased workers
- To provide compensation and other benefits to workers and to the survivors of deceased workers.

Program

The WSIB administers no-fault workplace insurance for approximately 250,000 employers, and covers more than four million workers in the province. It provides disability benefits for injured workers and benefits for the survivors of fatally injured workers, manages the provision of high-quality health care, and assists in the early and safe return to work for workers who are injured on the job or who contract an occupational disease.

Fundamental to the system is a historical compromise by which workers gave up the right to sue for their work-related injuries, irrespective of fault, in return for guaranteed benefits for allowed claims. Employers receive protection from lawsuits in exchange for financing the program through premiums. This system of collective liability provides fair compensation for injured workers and their families while spreading costs among employers.

As an independent trust agency, the WSIB is funded entirely by employer premiums and does not receive any funding from the Government of Ontario.

The WSIB funds Ontario's occupational health and safety system by providing over $240 million each year to support the Ministry of Labour's (MOL) prevention office, administration of the *Occupational Health and Safety Act,* the health and safety associations, the Offices of the Worker Adviser and Employer Adviser, and the Workplace Safety and Insurance Appeals Tribunal.

To ensure accountability, the Fair Practices Commission acts as the organizational ombudsman for the WSIB. The Commission provides an independent, neutral and confidential service for injured workers, employers and service providers who have complaints about the service they receive at the WSIB. The Commission also tracks complaints, identifies systemic issues and recommends improvements to the WSIB.

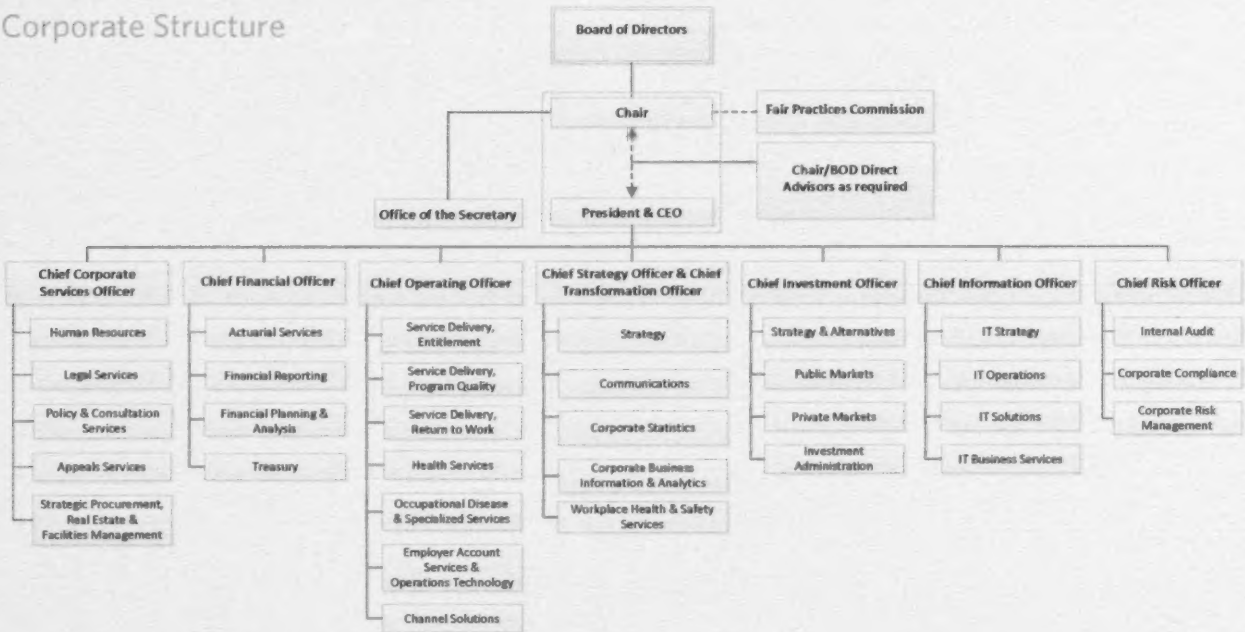
Corporate Governance

The WSIB has recently made significant improvements to its corporate governance. The Corporate Governance policy recognizes the organization's obligations, including the Government of Ontario's requirements for agencies governed by a Board of Directors. The policy creates the parameters for Board of Directors (BOD) and Board committee meetings, including roles and responsibilities. Each Board Committee has its own mandate and work plan. These include the following:

- Governance Committee, which provides advice and assistance to the BOD on issues relating to the governance of the Corporation, the stewardship role of the BOD with respect to the management of the corporation and the functioning of the BOD to assist the WSIB in enhancing its performance.
- Audit and Finance Committee, which assists the BOD in fulfilling its oversight responsibilities with respect to
  - the integrity of the WSIB financial reporting process and statements, and those of the WSIB Employees Pension Plan and Employee Supplementary Pension Plan
  - the effectiveness of the system of internal controls
  - the performance of the actuarial functions
  - the performance, independence, and qualifications of the internal and external auditing functions, including the statutory Value-for-Money Audit function, and
  - compliance with laws, regulations, and policies relevant to finances, financial reporting and the annual financial statements of the WSIB, its subsidiaries, and the Pension Plans
- Health and Safety Committee, which assists the WSIB BOD in providing strategic direction and oversight with respect to the WSIB's health and safety mandate
- Investment Committee, which provides advice and assistance to the BOD on issues relating to the administration of the investments of the Insurance, Pension, Supplementary Pension and Loss of Retirement Income funds
- Human Resources and Compensation Committee, which assists in the areas of Human Resource strategy, oversight of the HR function and support to the BOD in its role as Plan Sponsor and Administrator of the WSIB Employees' Pension Plan and the Supplementary Pension Plan

In support of the BOD's commitment to continuous improvement, members of the Board conducted a self-evaluation. The WSIB is currently developing an Action Plan to guide further governance enhancements.

Corporate Structure



Environmental Scan

The WSIB identified the following trends through our environmental scan:

Economic: Modest growth rates and an evolving labour market could present challenges to the WSIB.

- Ontario's economy is expected to grow in 2015 (2 per cent) and 2016 (2.3 per cent) at a rate exceeding the Canadian average of 1.6 per cent (Conference Board of Canada).
- Year-to-date 2015, insurable earnings increased 2.3 per cent compared with the same period last year. Growth came from each of WSIB's large industry sectors, most notably from the Construction (5.8 per cent) and Services (3.3 per cent) sectors. The WSIB expects insurable earnings to increase by 2.5 per cent in 2016.
- The nature of work is also shifting in Ontario, for example, employment relationships are increasingly becoming more flexible and non-traditional, making decisions more complex.

Policy and Legislation: Changes in legislation and government directives will influence WSIB priorities and programs.

- The WSIB will be phasing in entitlement for a number of cancers, as prescribed in recently passed presumptive legislation for fire fighters over the next two years.
- The WSIB is monitoring the potential for additional legislative changes, including expansion of PTSD benefits, the elimination of the mandatory retirement age and full CPI indexation.

Technological: Technological advancements will enable the WSIB to better manage claims.

- Business is using real-time data and insights from predictive analytics to inform trends in claim frequency and duration, and to evaluate overall claims management efficiency. This could support better and faster decision-making, improved customer service, and higher productivity.

Public Accountability: Government directives will require the WSIB to operate with greater transparency and efficiency.

- With the requirement for Ontario agencies to improve efficiency and reduce the administrative burden on organizations doing business with them, the WSIB may need to identify and implement new and easier ways for its customers to access services and comply with reporting requirements.
- The Open Government Initiative is calling for greater transparency and accountability in the broader public sector, with increased opportunities for dialogue and access to information and making data public.

Healthcare: Innovations in healthcare lead to enhanced injured worker outcomes.

- Telehealth, e-Health and other technology-based tools are changing the way health care is delivered in Ontario and providing greater opportunities for an integrated approach to caring for patients.

Claim Volumes: Claim volumes and the lost-time injury (LTI) rate continue to fall.

- The total volume of registered claims decreased by 1.9 per cent in the first six months of 2015 compared with the same period last year, in both registered lost-time and no-lost-time claims.

- The YTD LTI rate continued to improve to 0.83 in Q2 2015 from 0.91 in Q2 2014.
- Health Care was the only large sector to experience a significant increase (+6.6 per cent) in registered LTI claims in Q2 2015, with occupational disease claims primarily responsible.

Human Resource Strategy

The WSIB employs approximately 4,000 employees, working at our head office in Toronto and 14 regional offices across the province. This dedicated and talented group of individuals play key roles in delivering our mandate, including providing benefits and services to workers and employers, and driving innovations in our programs, services and systems. The key issues faced by the WSIB are much like those faced by many public and private organizations today: developing a skilled workforce, attracting and retaining talented employees, and ensuring effective succession plans.

In 2016, the WSIB's Human Resources division will lead a cross-enterprise, multi-year initiative to help ensure that the WSIB has the right workforce and workplace to achieve business outcomes. We will also be developing an enterprise-wide comprehensive framework for human resource planning, which includes reporting and predictive analytics. The outcome will be a workforce with the capability and capacity to deliver on our strategic and business plans.

The WSIB provides a competitive compensation, pension and benefit program for its employees. The WSIB's workforce is 79 per cent unionized, and the programs for these employees are therefore subject to collective bargaining. The WSIB is actively benchmarking its programs against comparable broader public-sector organizations to confirm alignment of design and costs. This information will be used to establish short- and long-term goals to attract and retain the right talent within appropriate administration budget targets.

Communications

As an independent trust agency that administers compensation and no-fault insurance for Ontario workplaces, the WSIB is committed to transparency and accountability, and required by directive to make its strategic and corporate plans accessible to the public.

To help meet our commitments and requirements, we are posting on our website the *2016 Corporate Business Plan*. Posting this document will enable the public, including workers and employers, to understand the WSIB's strategy for fulfilling its vision of being the leading compensation board and providing fast, accessible and fair benefits at a fair price.

We will post our annual Corporate Business Plans each year, in an easily accessible place on our website, within 30 days of receiving approval to do so from the Minister of Labour. We will use the channels most appropriate and effective to ensure that our stakeholders are made aware of the publication of each Corporate Business Plan.

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Getting you back
to what matters

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